

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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Opinions expressed are those of the writers and do not necessarily reflect the official positions of the Division of Industrial-Organizational Psychology unless so stated.

M.J. Kavanagh

Editor

Marshall Sashkin

Associate Editor

Duncan Dieterly

Business Manager

Topical Editors

Tove Hamner

Jim Sharf

Gary Latham

President

Paul Thayer

LIMRA

170 Sigourney Street

Hartford, Connecticut 06105

Secretary-Treasurer

Mary L. Tenopir

A T & T

195 Broadway, Room C1620

New York, New York 10007

TIP CHANGES

As was announced in the last issue of **TIP**, one way to increase the "ownership" of **TIP** was through the creation of more editorial positions. These positions have been organized around topics that are of interest to I/O psychologists. The new editors and their topics are: **Tove Hamner** — labor-management relations; **Jim Sharf** — EEO issues; **Gary Latham** — I/O psychology in Canada. **Marshall Sashkin** will continue in his duties as Associate Editor, with primary responsibilities in the areas of organization development and state association affairs. **Duncan Dieterly** will continue as Business Manager, but will add the responsibility for the Book Summary section, a new feature starting with this issue.

The purpose of this Book Summary section, which appears elsewhere in this issue, is to provide **TIP** readers with information on current

publications in the field of I/O psychology. It will not be a book review section, since this implies an evaluation of the books. Rather, it will consist of publication information and a short paragraph describing the contents of the book. We hope this section will be useful in helping **TIP** readers keep current on new publications. Authors of new books (or ones due to be published) should send a short descriptive paragraph and publication information to Duncan at: 434 Fairway Drive, Fairborn, Ohio 45324. It would also be awfully nice if authors would contact their publishers and suggest they advertise in **TIP**.

The final change we are considering is a Journal Review section. A description of this new feature appears elsewhere in this issue. We are very much interested in your reactions to this proposal, or, for that matter, to any of the **TIP** changes.

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TIP REACHES YOUR AUDIENCE

OVER 2500 COPIES OF EACH ISSUE GO TO THE LEADING INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGISTS IN THE US AND CANADA

PLUS

- LEADING MEMBERS THE AMERICAN PSYCHOLOGICAL ASSOCIATION
- GRADUATE STUDENTS IN THE FIELD

ADVERTISE IN TIP!

EEOC Guidelines In Limbo

(Editor's note. In an effort to counter a movement to suspend work on the EEOC Guidelines, Division 14 signed the following telegram that went to the principals of EEOC.)

For the past three years, the Division of Industrial and Organizational Psychology of the American Psychological Association, the International Personnel Management Association, the American Society for Personnel Administration and the Ad Hoc Industry Group have worked in relatively separate ways to achieve professionally sound federal guidelines on employee selection procedures.

We wish now to advise you of our unanimous position that the present criticisms of the latest guideline draft are in substantial error in their interpretation of the law and professional standards as they are reflected by that draft. Critics should be reminded that the new guidelines are the result of three years of professional and practical effort by the staffs of the government agencies and the professional and user communities. To now characterize as partisan the final publication step of this lengthy and thoughtful process is inaccurate and irresponsible.

We wish also to advise you that, while disagreeing on some aspects of the new guidelines, we are unanimous that they are a far more accurate reflection of professional standards and the law than the unworkable and professionally unsound 1970 EEOC guidelines. Further, their orientation not only permits but also encourages greater concentration on achieving equal employment results. In summary, and on behalf of private and public employers and the Division of Industrial and Organizational Psychology, we urge you to proceed to final publication of the new guidelines and are prepared to support that decision in appropriate forums.

John Campbell, President-Elect
Div. 14, American Psychological Association

Russell Williams, President
American Society for Personnel Administration

Muriel Morse, President
International Personnel Management Asso.

Virgil B. Day
Ad Hoc Industry Group

SHARE YOUR TIP

When you finish reading TIP, share it with someone.

THAT'S PUBLIC RELATIONS

LAST CALL FOR FELLOWSHIP NOMINATIONS

Election to the status of Fellow in APA not only honors distinguished colleagues, it also lends distinction to the Division of Industrial and Organizational Psychology. In recent years, Division 14 has had notable success in having its nominees elected to Fellowship by the Council of Representatives of APA.

This results from the initiative and hard work of nominators who identify the most deserving and prepare well documented support. It also takes time to assemble, review and refine documentation.

April 1, 1977 is the date when completed sets of nomination papers must be in the hands of the Chairperson of the Division 14 Fellowship Committee. **Now** is the time to start the nomination process. Members may obtain the forms and instructions necessary to do so from the Chairperson:

Dr. William A. McClelland
HumRRO
300 North Washington Street
Alexandria, Virginia 22314

A member cannot initiate his own application to become a Fellow. He or she must be nominated and endorsed by other members. The process operates only through Divisions. It is critically important, therefore, that members take responsibility for offering the names of qualified people and securing the documents and endorsements needed to obtain their election.

PUBLIC POLICY AND SOCIAL ISSUES COMMITTEE

by Tom Jeswald

The Technical Assistance Program conducted by the PP&SI Committee with the National Association of Secondary School Principals (NASSP) has moved into its final stages. As assessment center for selecting public school administrators was developed last year. In early February a pilot assessment center was conducted by committee members in the second of two participating school districts (Charlottesville, Va.). The district in which the first pilot center was held in August 1975, (Prince William County, Va.) has adopted the center as a regular component of its personnel system.

The Technical Assistance Program received important publicity at the NASSP annual convention in January. A symposium was presented by several of the parties involved, including past and present PP&SI Chairmen Joel Moses and Tom Jeswald. The next major publicity effort planned is a series of brief articles to appear this spring in the **NASSP Bulletin** (circulation 45,000).

Focus on John Campbell

by Mike Kavanagh

As was announced in the last issue of **TIP**, **John Campbell** is the President-elect for Division 14. Trying to summarize his accomplishments in this short article is really a difficult task. John is, as many Division 14 members know, the newly-elected editor of the **Journal of Applied Psychology**, and will serve from 1977 until 1982. In addition to this editorship, John has also served on editorial boards for **Administrative Science Quarterly**, **Organizational Behavior and Human Performance**, and was Associate Editor for the **Handbook of Industrial and Organizational Psychology**.

John is presently Professor of Psychology and Industrial Relations at the University of Minnesota, where he received his Ph.D. in 1964. His academic career began at the University of California, Berkeley. However, he found that he could not tolerate the weather, so after a brief two year stay, he returned to Minneapolis in 1966. He found the weather so much more agreeable that he has been there since, rising from Assistant Professor in 1966 to Full Professor in 1971.

In terms of service within Division 14, John was a member of the Education and Training Committee and Chairman of the Scientific Affairs Committee. He was also elected

to the executive committee of Division 14, serving from 1973 to 1976. In addition, John served on the APA Ad Hoc Committee on Site Relocation and on a National Academy of Science committee charged with evaluating the Manpower Development Laboratories funded by the Office of Research and Development of the U.S. Department of Labor.

John's contributions to the scientific literature are many and diverse. He received a "Book of the Year" award in 1972 from the American College of Hospital Administration for **Managerial Behavior, Performance, and Effectiveness**, and received First Honorable Mention in 1968 for the Cattell Research Design Award. He was elected to Fellow status in APA in 1972, and was selected by APA to introduce the 1973 recipient of the Distinguished Scientific Contribution Award in Montreal.

John's contributions to the field of I/O psychology have been outstanding. **TIP** congratulates John on his election, and wishes him good luck during his term of office. As a final note — in the process of procuring John's vita for a "500 word" article for **TIP**, the cover letter from John contained this plea: "Please don't make it 500 words. Thirty-nine would do."

WHAT HAVE YOU BEEN UP TO?

New Job?

Interesting Activity?

New Publication?

Let us know, for inclusion in Bits and Pieces. Send items of interest to **Mike Kavanagh**, School of Management, State University of New York, Binghamton, New York 13901. The winter issue deadline is December 15.

Preliminary Announcement of 19th International Congress of Applied Psychology

by Mike Kavanagh

TIP has received, by way of **Ed Fleishman**, President of the International Association of Applied Psychology (IAAP), the preliminary announcement for its next congress to be held in Munich, July 30 to August 5, 1978. Of major importance at this time, anyone interested in attending and/or participating should attend to the following two items: (1) proposals and suggestions for the program; and (2) travel and hotel accommodations — special group arrangements.

Since preparations for the scientific program are at a preliminary stage, the IAAP is encouraging proposals and suggestions to be sent at this time to: **Dr. Rudolf Amthauer**, IAAP International Congress, Sekretariat: Merziger Weg 4; D-6000 Frankfurt (M) 71; Bundesrepublik Deutschland. According to Ed Fleishman, "the emphasis will be on symposia, integrated paper sessions, and reports of cooperative projects across countries."

Specialized travel plans resulting in significant savings have been made by appointing an official "travel coordinator" to be of service to all U.S. psychologists planning to attend the Munich Congress. This organization is **Group Travel Unlimited, Inc.**; 1025 Connecticut Avenue, N.W.; Suite 304; Washington, D.C. 20036. As professionals in the field of providing logistical support for international congresses, they will develop a series of travel programs offering charter flights, reduced rate "group flights," pre and post Congress tours including professional visits in each country, and will control all housing requests for the Congress itself.

Membership in IAAP is \$10 a year which includes subscription to the **International Review of Applied Psychology**. IAAP members are eligible for reduced registration fees for the Congress and reduced travel costs to Munich. Membership applications can be obtained by writing to: **Harry Triandis**, Department of Psychology, University of Illinois, Champaign, Illinois 61820.

In addition, a detailed brochure will be published approximately one year in advance of the Congress. This brochure will contain all the information on registration, hotel reservations, a variety of different low cost travel programs, etc. In order to receive this brochure, simply fill out the form below.

REQUEST TO BE ON MAILING LIST FOR IAAP MUNICH CONGRESS

To: Coordination Center, IAAP Congress
1025 Connecticut Avenue, N.W., Suite 304
Washington, D.C. 20036

- ☐ Please include my name on the mailing list to receive all future communications on the Munich Congress.
- ☐ I definitely plan to attend the Munich Congress.
- ☐ I tentatively plan to attend the Munich Congress.
- ☐ I will be unable to attend the Munich Congress.
- ☐ I am interested in putting together my own group of participants for a specialized travel program.

NAME _____ TITLE _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

S.O.B. MEETS

by Mike Kavanagh

The Society for Organizational Behavior (S.O.B.) held its first annual meeting in West Lafayette, Indiana, October 8th and 9th. The Society was organized primarily through the efforts of **Jim Naylor**, who indicated its purpose is to "provide a relatively informal setting, free of structure, in which individuals involved in organizational psychology research can exchange information, share ideas, present future plans, talk about 'red hot' data, outline grandiose theories, etc."

After two days of meetings, both formal and informal, it seems fair to conclude that the meetings more than met the stated purpose. There were more than 25 twenty minute presentations by various individuals. Although this resulted in somewhat of an information overload, the papers provided a variety of stimulation for the conference attendees. The following is a brief sampling of some speakers and their topics:

1. **Abe Korman**—Career Success and Personal Failure;
2. **Bob House**—A Speculative Psychological Interpretation of Charismatic Leadership;
3. **John Slocum**—Causal Models and their Methodological Problems;
4. **Dick Klimoski**—Decision Making In An Assessment Center Context;
5. **Pete Dachler** and **Ben Schneider**—On Letting Organizations Organize Our Thoughts;

6. **Bill Scott**—Are Theories of Motivation Necessary?

Perhaps one of the more interesting papers in terms of the current controversy over EEO compliance was presented by **Terry Dickinson** regarding the J-coefficient. Terry described a research study indicating that the J-coefficient has potential to be used as a substitute for synthetic validity. According to his discussion, the J-coefficient is appropriate when the N is small and can provide a form of criterion-related validity as opposed to the typical synthetic validation strategy in this situation.

Of course, the informal discussions with this small size group (approximately 40 people) produced some interesting observations. For example, some participants observed that I/O psychologists can be divided into two general groups, a C and a L group. The C group seems to be primarily concerned with conceptual problems, while the L group seems more concerned with methodological and statistical problems in the field. At present, data collection is being conducted by **Don Schwab** on these two groups. We are all looking forward to his report at the next annual meeting.

The meetings concluded on Saturday afternoon. People began to drift away to catch flights to distant places. All left with very positive feelings about the meetings, and with a strong commitment to return next year.

Bits and Pieces

by Mike Kavanagh

What's in a name? **TIP's** "name that column" contest produced a variety of reactions and ideas. **Sam Dubin** suggested "Keeping Current," **Oliver London** had three possible names — "In Basket Information," "Face Validity," and "TIPEES," while **Joe Moses** and **Jan Wijting** felt "Bits and Pieces" was OK. **Art Mackinney** was nice enough to inform us that "Bits and Pieces" is currently being used by a publication described as "a monthly mixture of horse sense and common sense about working with people," and published by The Economics Press. **Jack Duffy** was kind enough to point out that the current name is also used for a weekly column in the local Binghamton newspaper. When you create a good thing, people will always copy it. Anyway, rather than being accused of premature closure, the contest will be continued for another issue.

Jan Wijting also sent the following item: Thanks to the generous contributions of many members of Division 14 as well as other individuals, enough money has been collected to make the Joseph Weitz Memorial Research Fund self-perpetuating. The Fund will be used to give support and recognition to meritorious pre-doctoral research in I/O psychology at NYU. Jan indicated that additional contributions are still being accepted.

TIP delayed by UPS and U.S. Post Office. The previous issue of **TIP** should have reached you by mid-November. Unfortunately, the UPS strike in the East added ten days to the shipping time from the printer in Ohio, and the U.S. Post Office would not mail **TIP** until we could demonstrate that APA was a non-profit organization. Hopefully, these problems have been resolved, and this issue reaches you on time.

However, **TIP** did goof in the last issue. The article on I/O psychology in Sweden was by **Frank Landy**, not **Laudy**. Sorry.

Ross Stagner has sent **TIP** some descriptive materials on a B.A. degree in the Labor Studies Program at Wayne State University. It is an interdepartmental program that covers the history, goals, and operation of labor organizations. Information on the program can be obtained by writing to Ross at the Department of Psychology, Wayne State University, Detroit, MI 48202.

The Society for the Psychological Study of Social Issues has announced the social issues 1977 dissertation award. Any doctoral dissertation in psychology (or in a social science with psychological subject matter) accepted between March 1, 1976 and March 1, 1977 is eligible. First prize is \$1200 and second prize is \$500. The deadline for entry is March 15, 1977. In order to enter, send three copies of the dissertation abstract and a certification by the dissertation advisor of the date of acceptance of the dissertation to: **Kurt W. Back**, Department of Sociology, Duke University, Durham, NC 27706.

Bob Kerle has joined the Corporate Personnel Research group at Union Carbide as an Internal Consultant, focusing on the motivational and design components of work to improve job performance and work satisfaction. His new address is Union Carbide Corporation, Corporate Employee Relations, 270 Park Avenue, New York, NY 10017.

The Southeastern Industrial-Organizational Psychologists Association (SEIOPA) has announced their 1977 meeting will be held on May 5, 1977 at the Diplomat Hotel in Hollywood, Florida. SEIOPA is an informal organization, but they have scheduled a full day of activities as part of the Southeastern Psychological Association meetings. Further information can be obtained from **Bill Mobley**, Center for Management and Organizational Research, College of Business Administration, University of South Carolina, Columbia, SC 29208.

TIP has received issue No. 4 of the "Note to Chief Executive Officers" from The Ross Company. The topic of this issue is: "The human sides of enterprise: are they well managed?" **Paul Ross** has done a nice job of integrating a number of bits (dare I say bits and pieces) of the current literature. People wanting copies and who are willing to comment on the material should write to Paul at The Ross Company, Todd Pond, Lincoln, MA 01773.

Howard Lockwood, as chairman of the National Management Association's productivity committee, has made an 18-minute slide/tape presentation on productivity. It's titled "Is Productivity Only a Twelve Letter Dirty Word" and deals both with the capital investment and management aspects of productivity. It can be obtained from the National Management Association, 2210 Arbor Boulevard, Dayton, Ohio 45439 for \$75.

Frank Friedlander has been elected and is currently Chairman of the Division of Organization Development of the Academy of Management. He also recently became a member of the Executive Committee of the Board of Trustees of the Ohio Psychological Association.

Richard Byrd, President of the Richard E. Byrd Company has moved his main office from Minneapolis to 1629 K Street, N.W., Washington, D.C. 20006.

Ray Henson has informed **TIP** that he is joining Hay Associates in Boston. Other Division 14 members there are **John Haas** and **Mike King**. Their address is One Boston Place, Boston, MA 02108.

In response to the request in the previous issue of **TIP** that we be kept informed whenever Division 14 members are elected or appointed to positions of influence, **Len Rorer** has informed us that he is a member of the APA E & T Board. Thanks Len. Are there any other who forgot to respond?

Doug Bray has been appointed to the Board of Directors of the American Board of Professional Psychology and has been made a member of the Board of Trustees of the National Academy of Professional Psychologists.

Jonathan Monat has been appointed to the College Relations Committee of the American Society for Personnel Administration. He also serves on their Personnel Research Committee.

Jack Singer has combined his I/O and Clinical Psychology interests in the position he now holds with the Department of Defense's Race Relations Institute. He is also teaching an Occupational and Organizational Mental Health course, and would enjoy hearing from colleagues who have similar interests. His address is: Defense Race Relations Institute, Patrick Air Force Base, Florida 32925.

Richard Butler has recently been appointed as Chief, Research Branch of the Office of the Director of Institutional Research, United States Military Academy, West Point, NY.

David Munz has informed **TIP** that the doctoral program in Evaluative-Applied Research at Saint Louis University has recently been awarded a N.I.M.H. training grant. David describes the program as building on basic training in experimental psychology, then integrating the content and methodologies of organizational, social, and community psychology. The program is based on the notion that change efforts, whether they be at the individual, group, organization, or community levels, must be guided toward their goals by continuous, cyclic, data-based evaluation and research. More information on the program can be obtained from David at: Department of Psychology, Saint Louis University, 221 North Grand Boulevard, Saint Louis, MO 63103.

John Wanous has left NYU, and is now at Michigan State University in their Graduate School of Business Administration where he is Associate Professor of Organizational Behavior.

John Murray has been appointed associate director, responsible for corporate personnel research activity, in the personnel department of Prudential Insurance Co., Newark, N.J. John was previously with Ford Motor Company.

In the Fall 1976 issue of **Collegiate News and Views**, survey results were reported on the ranking of important contributors to the behavioral management movement. The results were based on responses from 63 AACSB colleges and universities, i.e., schools accredited by the American Association of Collegiate Schools of Business. The list is dominated by Division 14 members, past and present. The rankings were as follows: 1. Douglas McGregor; 2. Chris Argyris; 3. Rensis Likert; 4. Frederick Herzberg; 5. Warren Bennis; 6. Herbert Simon; 7. Abraham Maslow; 8. (tie) Bernie Bass, Ed Schein, & Vic Vroom; 9. (tie) Paul Lawrence, Ed Lawler, Fritz Roethlisberger, & Keith Davis.

If you are not aware of it, there is a journal devoted to the teaching of organizational behavior. It's appropriately named **The Teaching of Organizational Behavior**, edited by **David Bradford**, and can be obtained by sending a check for \$5.00 to O.B. Teaching Journal, Graduate School of Business, Stanford University, Stanford, California 94305.

Sam Dubin, Professor of Psychology, Penn State University, recently completed a five-week invitational lecture tour for the United States Information Agency, Department of State. The countries he visited included Bangladesh, India, Ethiopia, Kenya, Tanzania, and the island of Mauritius in the Indian Ocean. Some of the more frequent tour lecture topics included: Professional Obsolescence, The Psychology of Keeping Up to Date, Job Redesign, Motivation and Productivity, and Implementing Changes in Organizations. This was the second such tour undertaken by Sam.

Any Bits and Pieces (Quips and Quotes) we missed? Send them to **Mike Kavanagh**, School of Management, SUNY-Binghamton, Binghamton, NY 13901.

New Members and Associates — 1977

Ken Wexley

The Membership Committee recommended that the following new members and associates be accepted into the Division for January, 1977. All individuals recommended were accepted at the business meeting in Washington. The membership Committee would like to thank everyone who helped us with our intensive recruitment effort. (Editor's note. Due to the fact that it takes some considerable time for new members names and addresses to become a part of APA's mailing list, copies of **TIP** will be hand-addressed and sent to new members. It seemed rather meaningless to have your name appear as a new member of the Division in **TIP**, but not to receive that issue.)

MEMBERS

Abrahams, Norman Navy Personnel Research and Development Center San Diego, CALIF 92152	Beehr, Terry A. Department of Psychology, De Garmo Hall Illinois State University Normal, ILL 61761
Adams, John D. 3202 23rd St., N. Arlington, VA 22201	Benjamin, Darrell R. Suite 710 10403 West Colfax Avenue Lakewood, COL 80215
Alf, Edward F., Jr. Department of Psychology San Diego State University San Diego, CALIF 92182	Boldt, Robert F. 20 Deacon Drive Mercerville, N.J. 08619
Alexander, Ralph A. Department of Psychology University of Akron Akron, OHIO 44325	Bons, LTC Paul M. Office of Military Leadership West Point, New York 10996
Baird, Lloyd 212 Bay State Rd. Boston, MASS 02215	Brief, Arthur P. College of Business Administration The University of Iowa Iowa City, IOWA 52242
Balloun, Joseph L. Southern Illinois University at Edwardsville Edwardsville, ILL 62065	Von Bergen, Clarence Jr. Kellogg Company Battle Creek, MI 49016
Barber, Herbert F. RR4, Box 180 Harrisonburg, VA 22801	Bolda, Robert A. 11127 Erdman Sterling Heights, MI 48078
Barrow, Jeffrey C. 28 Plane Ave. Woodland, CALIF 95695	Bone, John H. 328 S. Main St. Jersey Shore, PA 17740
Becker, Wayne Michael College of Business Administration University of San Francisco San Francisco, CALIF 94117	Brown Kenneth R. 4104 Canterbury Terrace Rockville, MD20853
	Burkett, James R. 1650 So. Kingston Way Aurora, COL 80012

Cascio, Wayne F.
Florida International University
Miami, FLA 33199

Chait, Herschel N.
RD 1 Box 122T
Duncansville, PA 16635

Cirillo, David J.
1806 Village Road West
Norwood, MASS 02062

Collins, Chester C.
Psychology Department
Humboldt State U.
Arcata, CALIF 95521

Coules, John
59 Hurd Rd.
Belmont, MASS 02178

Crowfoot, James E.
School of Natural Resources
University of Michigan
Ann Arbor, MI 48109

Day, Gerald J.
4039 Pine View Dr., S.E.
Smyrna, GA 30080

Harris, Dennis, S. III
5215 N. Ironwood
Milwaukee, WI 53217

Dowell, Ben E.
3131 Highland Dr.
Cuyahoga Falls, OHIO 44224

Driscoll, James W.
62 Harding Rd.
Lexington, MA 02173

Drexler, John A. Jr.
Battelle—Human Affairs Research Centers
4000 N.E. 41st.
Seattle, WASH 98105

DuBois, Philip H.
Washington University
Department of Psychology
St. Louis, MO 63130

Duffy, Paul J.
4000 Mapleton Dr.
Chantilly, VA 22021

Dumas, Neil S.
7110 Davis Court
McLean, VA 22101

Dunham, Randall B.
University of Wisconsin—Madison
Graduate School of Business
1155 Observatory Dr.
Madison, WI 53706

Feldman, Jack M.
Department of Management
University of Florida
Gainesville, FLA 32611

Franklin, Jerome L.
5066 Institute for Social Research
University of Michigan
Ann Arbor, MICH 48105

Garber, Douglas M.
1618-1/2 Market Street

Garrett, Norman L.
4800 Freshman Dr.
Culver City, CA 90230

Gaudreau, Patrice Ann
3223 Smith St. #212
Houston, TX 77006

Gelfand, Neal L.
3 Horizon Rd.
Fort Lee, N.J. 07024

Glanstein, Phyllis J.
504 Prospect Ave.
Hartford, CONN 06105

Gollob, Harry F.
Department of Psychology
University of Denver
Denver, COL 80210

Grossman, Burton A.
636 Forest Road
Glenview, ILL 60025

Guydosh, Raymond M.
P.O. Box 124
Sterling Hts., MI 48078

Hansen, Jo-Ida C.
101 Eddy Hall
University of Minnesota
Minneapolis, MINN 55455

Hayden, Robert G.
411 Pine
New Orleans, LA 70118

Herold, David M.
College of Industrial Management
Georgia Tech
Atlanta, GA 30332

Hesketh, Jose L.
Department of Psychology
Universidade de Brasilia
Brasil

Hicks, Jack M.
Army Research Institute
1300 Wilson Blvd.
Arlington, VA 22209

Holland, C.L.
Psychology Dept.
Georgia State University
Atlanta, GA 30303

Holland, C.L., Jr.
Department of Psychology
Georgia State University
University Plaza
Atlanta, GA 30303

Howell, Margaret A.
3883 Turtle Creek Blvd. #706
Dallas, TX 75219

Jackson, David J.
RR #1
Mt. Albert
Ontario, CANADA

Johnson, James C.
595 Hicks Blvd.
Apt. 19-M
Nashville, TN 37221

Johnston, Russell H., Jr.
430 Roslyn Rd.
Winston-Salem, NC 27104

Jones, Mark A.
3596 Walker #15
Memphis, TN 38111

Jordan, Spencer D.
8003 Zimmerman Drive
Houston, TX 77088

King, Robert J.
1521 S. Prospect Ave.
Park Ridge, ILL 60068

Kirk, Raymond J.
ARI
1300 Wilson Blvd.
Arlington, VA 22209

Knight, Gordon F.
2454 Seminole
Detroit, MICH 48214

Langdale, John A.
80 7th Ave.
Brooklyn, N.Y. 11217

Lantz, Alma E.
Denver Research Institute
University of Denver
P.O. Box 10127
Denver, COL 80210

Layton, Wilbur L.
118 Beardshear Hall
Iowa State University
Ames, IA 50010

Lohss, William E.
1825 Northside Blvd.
South Bend, IND 46615

London, Manuel
Department of Business Administration
University of Illinois
61 Commerce W.
Urbana, ILL 61801

Lord, Robert G.
Department of Psychology
University of Akron
Akron, OHIO 44325

Lounsbury, John W.
Department of Psychology
8 Ayres Hall
University of Tennessee
Knoxville, TN 37916

Love, William Drane
170 Sigourney St.
Hartford, CT 06105

MacKinnon, Donald W.
University of California
Berkeley, CALIF 94720

Macy, Barry A.
2241 Institute for Social Research
University of Michigan
Ann Arbor, MI 48106

Menne, John W.
R.R.
Cambridge, IOWA 50046

McAuley, Patrick C.
P.O. Box 1941
St. Thomas, V.I. 00801

MacEachron, Ann E.
62 Harding Rd.
Lexington, MASS

Margulies, Newton
Grad. School of Admin.
University of California
Irvine, CALIF

Marquardt, Lloyd David
3520 N. Lake Shore Drive
Apt. 2-E
Chicago, ILL 60657

Mihal, William L.
54 Park Circle Dr.
Fairport, N.Y. 14450

Millard, Cheedle W.
University of Texas at Dallas
Richardson, TX 75080

Moran, Thomas P.
510 Marion Ave.
Palo Alto, CA 94301

Motamedi, Kurt Kourosh
1151 N.W. Alder Creek Dr.
Corvallis, OR 97330

Mueller, Ronald H.
Apt. #708
5 Dufresne Ct.
Don Mills, Ontario
CANAD M3C 1B7

Nadler, David A.
Graduate School of Business
Columbia University
New York, N.Y. 10027

Newman, John E.
State Farm Insurance Companies
One State Farm Plaza
Bloomington, ILL 61701

Nicos, Francesco M.
350 Barrows Hall, Univ. of Calif.
Berkeley, CALIF 94720

Nord, Walter R.
7430 Gannon St.
St. Louis, MO 63130

O'Connor, Edward J.
Psychology Department
University of Georgia
Athens, GA

O'Connor, Robert D.
3535 N.W. 58th Street
Oklahoma City, OKLA 73112

O'Leary, Lawrence R.
43 Aberdeen Place
Clayton, MO 63105

Oliver, Adela
120 W. 97th St.
New York, N.Y. 10025

Oliver, Laurel Weber
8013 Glenmore Spring Rd.
Bethesda, MD 20034

Patterson, R. Allan
Faculty of Administrative Studies
University of Manitoba
Winnipeg, Manitoba R3T 2N2
CANADA

Payne, David L.
4415 Cypress Woods
San Antonio, TX 78249

Petty, Mickey Mayson
44 Monte Vista
Tuscaloosa, ALA 35401

Rand, Thomas M.,
4320 Centre Avenue
Pittsburgh, PA 15213

Rohde, Robert H.
National Personnel (0707-1)
Sears Roebuck & Co. - Sears Tower
Chicago, ILL 60684

Rom, John D.
3267 Greentree Road
Bloomfield Hills, MICH 48013

Rosner, Phillip E.
260 Peachtree, Suite 2120
Atlanta, GA 30303

Roys, Keith B., Sr.
Department of Recreation and
Park Administration
Room 626 Clark Hall
University of Missouri
Columbia, MO 65201

Salvendy, Gavriel
School of Industrial Engineering
Grisson Hall
Purdue University
West Lafayette, IND 47907

Schneider, Craig E.
College of Business and Management
University of Maryland
College Park, MD 20742

Schwartz, Brian E.
3728 Dogwood Hill Terrace
Jacksonville, FLA 32223

Schwartz, Donald J.
5408 Duxford Place
Burke, VA 22015

Seamons, Terry R.
1835 S.W. Pheasant Dr.
Aloha, ORE 97005

Sgro, Joseph A.
Department of Psychology
Virginia Polytechnic Institute & State U.
Blacksburg, VA 24061

Shahinian, Siroon Pashalian
36-33 169 Street
Flushing, N.Y. 11358

Sharp, George A.
736 Locust Street
Collegeville, PA 19426

Simpson, Leo R.
Management Department
University of North Dakota
Grand Forks, ND 58201

Singer, Jack Norman
2119 Fort Donelson
San Antonio, TX 78245

Smith, Ronald L., Dean
College of Business Administration
University of Nebraska-Lincoln
Lincoln, NEB 68588

Soat, Douglas M.
219 E. Court St.
Janesville, WIS 53545

Spector, Paul E.
13324 White Oaks Cir.
Tampa, FLA 33618

Squires, Samuel
Schofield Rd.
Pound Ridge, N.Y. 10576

Stewart, David W.
4622 Little Farms Dr.
Zachary, LA 70791

Thompson, John H.
626 Wilshire #800
Los Angeles, CA 90017

Thornton, Carl L.
Box 485 Grand Blanc

Truss, Carroll V.
University of Miami, Dept. of Psychology
Coral Gables, FLA 33125

Tullar, William L.
5905 Siler Rd.
Greensboro, NC 27406

Ullrich, Maureen Fleming
Management Dept., School of Business
University of Montana
Missoula, MT 59801

Underwood, William J.
710 Barberry Drive
Cinnaminson, N.J. 08077

Vinson, Earl
University of Colorado
Boulder, COLO 80309

Weir, Henry Bartlett
235 S. Nesley Ave.
Pittsburgh, PA 15206

Wiesen, Joel
Applied Psychological Services, Inc.
Science Center
Wayne, PA 19087

White, Alan F.
25209 108th Ave., S.E. #1
Kent, WA 98031

White, J. Kenneth
Management Dept., Michigan State U.
East Lansing, MICH 48824

Zdep, Stanley M.
R.R. 1
Box 251-H
Pennington, N.J. 08534

ADDITIONS

Bernstein, Victoria F.
Bentley College
Beaver & Forest Sts.
Waltham, MASS 02154

Cohen, Dan Stuart
9781 Bunker Hill Lane
Cincinnati, OH 45242

Cornelius Edwin T. III
404C West 17th Avenue
Columbus, OH 43210

Crites, John O.
Dept. of Psychology
University of Maryland
College Park, MD. 20742

Cunningham, Joseph W.
Department of Psychology
North Carolina State Univ. (Poe Hall)
Raleigh, N.C. 27607

D'Arcy, Paul F.
400 Second Avenue
New York, N.Y. 10010

Filer, Robert J.
Psychological Consultants, Inc.
1804 Staples Mill Road
Richmond, VA 23230

Giles, William F.
Department of Management
Auburn University
Auburn, ALA 36830

Goodstadt, Barry E.
Advanced Research Resources
Organization
8555-Sixteenth Street
Silver Spring, MD 20910

Harris, Alma F.
2830 North 450 East
No. Ogden, UT 84404

Hazen, Michael David
Box 7347
Reynolds Sta.
Winston-Salem, N.C.

Hesson, John E.
2991 Schoolhouse Lane
(Apt. 31 E. Poplar)
Philadelphia, PA 19144

Holland, Clarence L.
Psychology Department
Georgia State University
Atlanta, GA 30303

Hunt, Thelma
1835 Eye Street, N.W.
Washington, D.C. 20006

Johns, Gary
Department of Management
1435 Drummond Street
Concordia University
Montreal, Quebec
CANADA

Liberty, Paul G. Jr.
7405 Berkman Drive
Austin, TX 78752

Lupton, Daniel E.
600 Third Avenue
New York, N.Y. 10016

Manley, T. Roger
AFIT/ENS
Wright-Patterson AFB
OH 45433

Niewoehner, Gerald J.
735 Quebec Place
Westmont, ILL 60559

Popp, Arthur L.
Financial Industries Corporation
P.O. Box 5623
1670 Fishinger Road
Columbus, Ohio 43221

Saxe, Susan
12228 Hillslope Street
Studio City, CA 91604

Salisbury, Jerry L.
5630 Satchelford Road
Columbia, S.C. 29206

Scalpone, Russell William
3608 Keystone Avenue
Los Angeles, CA 90034

Staw, Barry M.
Department of Organizational Behavior
Northwestern University
Evanston, ILL

Sutton, Donald Francis
4970 Oakland Avenue
St. Louis, MO 63110

Kraut, Allen I.
6 Preston Street
Rye, N.Y. 10580

Block, Myron
429 Dakota Tr.
Wheeling, ILL 60090

Gilbert, Arthur C.F.
8708 1st Avenue
Silver Spring, MD 20910

Greller, Martin
90 Trinity Place
New York, N.Y. 10006

Liebling, Barry A.
Arthur Young & Co.
277 Park Avenue
New York, N.Y. 10017

London, Oliver H.
Personnel Division
G 26 Cathedral of Learning
University of Pittsburgh
Pittsburgh, PA 15260

Springob, H. Kari
435 Ridgeland Tr.
Leonia, N.J. 07605

ASSOCIATE MEMBERS

Angle, Harold L.
Quarters 370, MCB
Quantico, VA 22134

Bartunek, Jean M.
2047 W. Fargo
Chicago, ILL 60645

Berger, Chris J.
2906 Ashford La.
Madison, WI 53713

Berv, Elliott
365 Harborview Dr.
Portland, ME 04096

Blake, Taylor
4319 Avent Ferry Rd. #4
Raleigh, NC 27606

Burkholder, John A.
Volcan Materials Co.
P.O. Box 7497
Birmingham, ALA 35223

Brayton, Frank T.
Applied Behavioral Science Dept.
NCR Corp.
Main & K Streets
Dayton, OHIO 45479

Brooks, Barbara P.
1422 Chestnut
Mt. Prospect, ILL 60036

Clarke, Margaret G.
4311 Wilshire Blvd.
Los Angeles, CA 90010

Cohn, Theodore
57 Winding Way
West Orange, N.J. 07052

Dunlap, R. Wayne
260 Justin Drive
San Francisco, CA 94112

Esterhill, Marlaire Levine
170 West 23 St.
New York, N.Y. 10011

Fernandez, Enrique A.
P.O. Box 2211
Gautemala, Guatemala

Gerena, Gabriel Cirino
Box 22312
U.P.R. Station
Rio Piedras, P.R.

Heller, Robert
6048 N. Washtenaw
Chicago, ILL 60659

Pemberton, Miriam A.
5006 S. Sunset Blvd.
Tampa, FLA 33609

Hoffer, Gilbert L.
30 Pierson Ave.
Princeton, N.J. 08540

Hoffman, Richard A.
10966 Rochester #IE
Los Angeles, CA 90024

Kravetz, Dennis J.
Blue Cross and Blue Shield
233 N. Michigan Ave.
Chicago, ILL 60601

Mayeux, John S.
704 Lee Avenue
Lafayette, LA 70501

Mitchell, Major Jimmy L.
2719 Henderson
West Lafayette, IN 47906

Newton, Richard R.
661 Lynndale Court
Rochester, MICH 48063

Rhoads, Rodney F.
The Standard Oil Co. (Ohio)
1521 Midland Building
Cleveland, OH 44115

Rothman, Warren N.
200 Mendon Center Road
Pittsford, N.Y. 24534

Serafini, C.R.
10135 Carol Lee Drive
Cupertino, CAL 95014

Tamms, Jeffrey J.
3851 2nd Street
Milwaukee, WIS 53201

Trexler, Jerome T.
51 N. Hillside Dr.
Coopersburg, PA 18036

Webb, Richard H., Jr.
Reynolds Metals Co.
Richmond, VA 23261

Webster, Evelyn G.
535 Berland Way
Chula Vista, CALIF 92010

Wessman, Quentin F., Jr.
2403 Unity Ave. No.
Minneapolis, MN 55422

Westcott, James William
84 Weybourne Cres
Toronto, ONT M4N2R7

Wissman, Herbert E.
American Motors Corp.
27777 Franklin Road
Southfield, MICH 48076

Zevin, Mitchell
7631 Atron Ave.
Canoga Park, CALIF 91304

Zinsser, Anthony
279 Henry St.
Brooklyn, N.Y. 11201

ADDITIONS

Ard, Robert F.
113 Sanwood Road
Knoxville, TN 37919

Ash, Ronald A.
Salt River Project,
Personnel Department
P.O. Box 1980
Phoenix, ARIZ 85001

Hopp, Michael
11410 Keating Avenue
Burnsville, MINN 55337

Kokosh, John
Department of Psychology
University of Minnesota
Minneapolis, MN 55455

TIP WELCOMES YOU

"Reverse Discrimination" Case to Supreme Court

by James C. Sharf*

*The views expressed herein are those of the author alone.

At the time Title VII became law, public opinion was somewhere on the "right of center" where **invidious** discrimination was practiced against minorities and women. In the following decade, **benign** discrimination favoring these same groups was interpreted by many as the law of the land. Today, however, so called "reverse discrimination" is the as yet unwritten chapter in Title VII case law. As this case law dealing with benign discrimination favoring one group over another gets written, it is **my** thesis that the pendulum will necessarily return to the more central question of **who can do the job rather than which group is to be accorded preferential status.** **Allan Bakke v. The Regents of the University of California** (132 Cal. 630) well illustrates the legal dilemma of failing to distinguish between the inherently contradictory objectives of equal employment as opposed to equal opportunity. In mid-December, the U.S. Supreme Court agreed to hear **Bakke** argument, probably in January.

In September, the California Supreme Court, in a 6 to 1 decision, struck down the University of California/Davis Medical School special admission program on the grounds that it **unconstitutionally** barred plaintiff Bakke from admission. Finding that the special program used race as a criterion for admission, the court declared:

"Few legal issues in recent years have troubled and divided legal commentators as much as that which we decide today. Observers of varied persuasion have demonstrated an ambivalence regarding the lawfulness and social desirability of preferential admission policies . . . The principle that the Constitution sanctions racial discrimination against a race, any race — is a dangerous concept fraught with potential for misuse in situations which involve far less laudable objectives than are manifest in the present case."

In November, at the request of the University Board of Regents, the U.S. Supreme Court temporarily blocked enforcement of that decision which had invalidated the special admissions program. It is understood that this move was to give the medical school time to complete admissions for next year's class.

This case is vexing to the plaintiff's bar because of the fact situation admitted to by the University: First, the University did not challenge Bakke's contention that the special admission program used race as a criterion. (Although the stated purpose had been to increase admissions of "economically disadvantaged" applicants regardless of race, no whites had been admitted under the program). Secondly, there had been no prior history of **invidious** racial discrimination **against** minorities by the University on which to base a compensatory "affirmative action" program. Thirdly, the University acknowledged that Bakke was better qualified than the 16 minority students admitted under the program both years Bakke had applied for admission.

While this case was argued under the "Equal Protection" clause of the Fourteenth Amendment, the statutory analog can be found in Section 703 (j) of the Civil Rights Act of 1964 which provides that the Act shall not be in-

terpreted to require that an employer "... grant preferential treatment to an individual or group . . . on account of an imbalance which may exist with respect to the total number or percentage of persons . . . employed . . . in comparison with the total number or percentage of persons of such race, color, religion, sex, or national origin in any community . . . or, in the available work force . . ."

The California Supreme Court noted: "The question we must decide is whether the rejection of better qualified applicants on racial grounds is constitutional. The issue to be determined thus narrows to whether a racial classification which is intended to assist minorities, but which also has the effect of depriving those who are not so classified of benefits they would enjoy but for their race, violates the constitutional rights of the majority."

The court's reasoning on the merits of the constitutional (not Title VII) issue is instructive:

"The general rule is that classification made by government regulations are valid 'if any state of facts reasonable may be conceived' in their justification . . . This yardstick generally called the 'rational basis' test is employed in a variety of contexts to determine the validity of government action . . . and its use signifies that a reviewing court will strain to find any legitimate purpose in order to uphold the propriety of the state's conduct.

But in some circumstances, a more stringent standard is imposed. Classification by race is subject to strict scrutiny at least where the classification results in detriment to a person because of his race. In the case of such a racial classification, not only must the purpose serve a 'compelling state interest,' but it must be demonstrated by rigid scrutiny that there are no reasonable ways to achieve state's goals by means which impose a lesser limitation on the rights of the group disadvantaged by the classification. The burden in both respects is upon the government . . . The University asserts that the appropriate standard to be used in determining the validity of the special admissions program is the more lenient 'rational basis' test. It contends that the 'compelling interest' measure is applicable only to a classification which discriminates against a minority, reasoning that racial classifications are suspect only if they result in invidious discrimination and that invidious discrimination occurs only if the classification excludes, disadvantages, isolates or stigmatizes a minority or is designed to segregate the races. The argument is that white applicants denied admission are not stigmatized in the sense of having cast about them an aura of inferiority; therefore, it is sufficient if the special admission program has a rational relation to the University's goals.

"We cannot agree with the proposition that deprivation based upon race is subject to a less demanding standard of review under the Fourteenth Amendment if the race discriminated against is the majority rather than the minority. We have found no cases so holding, and we do not hesitate to reject the notion that racial discrimination may be more easily justified against one race than another, nor can we permit the validity of such discrimination to be determined by a mere census court of the races."

The U.S. Supreme Court may also find that there was no prior history of discrimination by the University: Hence the question they too may address is "(W)hether the rejection of better qualified applicants on racial grounds is constitutional." Both the majority and minority opinions question whether traditional admissions criteria and the way in which they are used are capable of distinguishing between qualified as contrasted with best qualified ap-

plicants, particularly with respect to "non-traditional" applicants.

"(T)he University is not required to choose between a racially neutral admissions standard applied strictly according to grade point average and test scores, and a standard which accords preference to minorities because of their race. While minority applicants may have lower grade point averages and test scores than others, we are aware of no rule of law which requires the University to afford determinative weight in admissions to these quantitative factors. In short, the standards for admission employed by the University are not constitutionally infirm except to the extent that they are utilized in a racially discriminatory manner. Disadvantaged applicants of all races must be eligible for sympathetic consideration and no applicant may be rejected because of his race, in favor of another who is less qualified, as measured by standards applied without regard to race. We reiterate . . . that we do not compel the University to utilize only the 'highest objective academic credentials' as the criterion for admission." The minority opinion argued that the practical effect of the Universities' admissions policy had been discriminatory:

(P)rior to the implementation of the special admission program, the medical school had pursued an admission process which relied heavily on an applicant's scores on the standardized Medical College Aptitude Test (MCAT) and on an applicant's undergraduate grade point average. The use of such traditional admission criteria resulted in the rejection of almost all qualified minority applicants. Thus, although the medical school regularly received applications from a vast number of qualified applicants of all races and ethnic backgrounds, as a consequence of its prior admission policies, the medical school functioned, in effect, as a largely segregated educational institution. To remedy this segregated condition the medical school implemented the special admission program . . . (a)s the chairman of the school's admission committee explained, disadvantaged minorities were accorded differential treatment in part because the school concluded that the 'objective' academic credentials on which the school had largely relied in the past did not accurately predict such minority applicant's qualifications and did not provide an equitable basis for comparison with other applicants. To the extent that the differential treatment of minority applicants was thus based on the school's determination that its traditional criteria were 'culturally-biased' against minorities, it seems incontrovertible that the school, at the very least, was entitled voluntarily to adjust its standards to overcome any built-in bias. (cf. *Griggs v. Duke Power Co.*, 401 U.S. 424.)"

The way the Supreme Court handles this case may clarify the "technical perception" of what constitutes discrimination, all be it "benign" (reverse) discrimination in favor of a class covered by Title VII. The California Supreme Court noted in this regard: "(A) quota becomes no less offensive when it serves to exclude a racial majority." The key to watch is how the Court deals with whether a prior history of discrimination **on the employer's part** must be shown before a remedy (affirmative action) can legally be employed taking either race or sex into account in making employment decisions. Of particular interest to the I/O psychologist may be the Court's treatment of objective admissions standards which perpetuate the present effects in the employment system of past discrimination outside the employment system. In any event, stay tuned . . . The script is far from finished!

Developments from the Division of Organizational Psychology (IAAP)

by Peter Weissenberg

As announced in the last issue of **TIP**, the International Association of Applied Psychology (IAAP) recently sanctioned the creation of a prototype division, the Division of Organizational Psychology. This Division resulted from a meeting of about fifty organizational psychologists in Munich in late July, 1976. The catalyst for the formation of the Division was **Bernie Bass** who organized the initial meetings in Munich. Countries represented at the organizational meeting were: Australia, Austria, Belgium, Canada, Chile, Denmark, Holland, Norway, the United Kingdom, the United States, and West Germany.

During the meeting, **Bernie Bass** was elected to be Division Chairperson during the formative period for the Division from 1976 until the

meetings in Munich in 1978. The following were elected as members of the Executive Committee of the Division for the same two-year period: Co-chairperson, **Pieter J.D. Drenth**, the Netherlands; Secretary-Treasurer, **Peter Weissenberg**, U.S.A.; Program Chairman, **Bernhard Wilpert**, Federal Republic of Germany; Membership Chairperson, **Gerald A. Randell**, England; Chairperson of Area Representatives, **Val B. Carvin**, Canada.

If you haven't already sent in your application for membership, a copy of which appeared in the last issue of **TIP**, please feel free to contact me at: School of Management, State University of New York-Binghamton, Binghamton, New York, 13901, or any of the members of the Executive Committee. We will be glad to send you an application.

Who Has An Identity Problem?

"Today, our membership is so variegated, our major interests so catholic and contemporary, and our divisional objectives so similar to those of so many other APA divisions that we defy the distinguishing definition that was once ascribed to us." **Bernard Saper**, President's Message, Division 18 (Psychologist in Public Service) Newsletter.

Letter To The Editor

(TIP received a fairly interesting letter from **Dick Husband**, who is Professor Emeritus of Industrial Psychology at The Florida State University in Tallahassee, regarding his recent activities. In line with his wishes, **TIP** would like to share Dick's experience with you.)

"**Richard W. Husband**, Florida State University, taught from March 15 to May 15, on the aircraft carrier USS Saratoga, in the Mediterranean. He flew to Naples, joined the ship, lived on board for eight weeks, then flew home. Subjects taught were Business Psychology, Industrial Psychology, and Research Methods in Psychology (Laboratory and Statistical). The Navy, being on the move, could never complete a term in port, so unlike Army or Air bases where an instructor from a nearby university can come in for the evening, the teacher must live with his students. We sometimes taught as much as eight days consecutively, then called classes off when in port. We had shore leave in Naples and Split, Yugoslavia. The courses carry

college credit, which can be transferred to whatever college the man attends after discharge.

I would like to point out that there seems to be plenty of opportunity for such temporary employment, as I have turned down several further opportunities. In other words, there are more openings than teachers available. Because the schedule may be irregular, the pay not too high, the ideal person is a retired professor who is in good physical condition, and a flexible personality — the latter because Navy duty comes first, and a class may be postponed on short notice and you must "roll with the punches," and make up later. I taught many times on Sunday at 0800; imagine that on a college campus! Living on a big ship, with its length, ladders to climb, partitions to hop over, is strenuous physically; we estimated we walked about 3 miles a day, plus climbing at least 20 ladders. Living accommodations are spartan, food great, men eager to learn, and they have time to study with nowhere to go, no beer, no girls; and the opportunity to view Navy life first hand is exciting to the teacher."

ANNOUNCEMENT

Any Division 14 member who is participating in APA program events outside of Division 14's schedule should inform **TIP** as early as possible. This will enable us to publicize these events so that other Division 14 members can attend.

Comments on I/O Psychology in Sweden

by Edwin A. Locke

I thought Frank Landy's comments on Sweden were quite interesting. His observation that they put total emphasis on groups rather than individuals agrees with the theme of a very fascinating book about Sweden by Roland Huntford called **The New Totalitarians** (Stein & Day, 1971).*

Landy suggests that a major reason for this group emphasis is a desire not to make individious comparisons among individuals so as not to hurt the feelings of those with weaknesses or deficiencies. This is a benevolent interpretation. Huntford's analysis suggests a different motive, however; it is not to give individuals credit for their achievements, the ultimate goal being to crush individuality and to destroy anyone who does not "fit in." (cf. The persecution of Ingmar Bergman) One could view modern Sweden as being based on "groupthink" (cf. Irving Janis) as a deliberate social and government policy. One consequence is a total stifling of creativity.

Landy suggests that Swedish practices may require a change in our I/O theories. However, a different implication is possible. Perhaps, based on our theories, Sweden should change its practices!

*I do not know if this book is still available from Stein & Day but it may be obtained (at discount) from the Palo Alto Book Service, 200 Cal. Ave., Palo Alto, CA. 94306.

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Journal Review Service?

In recognition of the difficulty most Division 14 members probably experience in keeping abreast of relevant articles in a proliferating assortment of journals, it has been suggested that an annotated list of **significant** journal articles be provided for interested TIP readers. Only those articles which have critical importance to one or more Division 14 specialties would be included. The annotation would indicate only the reason for the article's importance, not a summary of content. The annotated list is not intended to duplicate the function of **Psychological Abstracts**, **Contemporary Psychology**, or the **Annual Review of Psychology**. Reviewing all journals routinely for all relevant subject matter is clearly an unrealistic task for any one reviewer and the review task must be shared if the service is to be successful.

The general idea would be to scan the various journals in the field of I/O psychology by subject categories. The following tentative list of subject categories has been developed: Criterion development, including performance evaluation and assessment centers; Cultural differences, including differential validity; Equal employment opportunity, including court cases; Aging factors in the work situation, including court cases; Motivation, job satisfaction, and pay practices; Management training; Employee training; Communication and organizational behavior; Human factors engineering, safety, and work condition; Validation techniques; Significance testing, including measurement error and measurement of practical significance; Parametric statistical techniques, including correlation and regression analysis; Distribution-free (non-parametric) statistical techniques; Measurement techniques, including performance testing.

Lynnette Plumlee has been primarily responsible for this idea and its development to this point. What she needs now to implement that proposal is help from Division 14 members. Specifically, she would like to know:

1. Whether there are other subject categories which you would like covered.
2. Are there volunteers for serving as reviewers? The reviewer's task would be to skim the past 6 months' (or year's) issues in each journal twice (or once) a year, looking for significant articles in an assigned subject category. Relevant articles would be reviewed to determine whether new ideas, concepts, or methodologies, etc. are provided which are important to the specialist in keeping abreast of his field. A list of such articles together with a sentence or two giving the reasons for the article's importance would be sent to the coordinating editor. Each reviewer would be assigned a subject category which is important to his work. (It is not expected that all reviewers will have access to all listed journals).
3. Whether you feel this is a useful idea, and should be incorporated as a regular feature of TIP.

Please send your thoughts on these matters to Lynnette at: Box 63, Star Route, Cedar Crest, N.M. 87008.

Book Summary Section

(Editor's note. The purpose of this section will be to summarize current books in the field of I/O psychology. If we receive the book or an advertising blurb on a book, we will abstract from it. However, **TIP** cannot be expected to examine every ad from every publisher. So, if you want to make sure a summary of your book appears, please send a short paragraph using the form below to: **Duncan Dieterly**, 435 Fairway Drive, Fairborn, OH 45324. It would also be **real nice** if you contacted your publisher relative to placing an ad in **TIP**.)

Getman, Julius G., Goldberg, Stephen B., & Herman, Jeanne B. **Union representation elections: Law and reality.** (1976). Basic Books, Inc., 10 East 53 Street, New York, NY 10022. \$7.50

Why do some employees vote for union representation and others against? What is the effect of pre-election campaigning on vote? Do employer threats of reprisal or promises of benefit cause employees to vote against the union? The authors used sophisticated research techniques to answer these and other questions, interviewing over 1000 employee voters . . . On the basis of their findings they recommend specific — and sweeping — changes in the current system of legal regulation of pre-election campaigning. (Abstracted from the advertising pamphlet).

Dauw, Dean C. **Up your career!** (2nd ed). (1976). Waveland Press, P.O. Box 400, Prospect Heights, IL 60070. \$8.95

Dean sent us this announcement, indicating that the first edition has been revised and updated. The book is described in the flyer as a practical How-to-do-it book that aids a person in working through various career questions and issues at home in a workbook fashion. Yet it contains much theory and readable research results to interest a more advanced practitioner in the helping professions.

Glaser, Edward M. **Productivity gains through worklife improvement.** (1976). The Psychological Corporation, 757 Third Avenue, New York, NY 10017. \$18.50.

This book was advertised in the previous issue of **TIP**, thus we are giving it double coverage (too many football games!). Using case studies, supported by relevant research, Dr. Glaser illustrates and analyzes quality of worklife (QWL) programs. His book answers such questions as: What constitutes a quality of worklife program? How can QWL programs best be introduced? How and why are attitudes toward worklife changing? What are the needs and motivations of workers that relate to effective performance and satisfaction on the job? What other factors bear on productivity? (Abstracted from ad pamphlet).

Lieberman, Leo. **What can I be?** (1976). Martin M. Bruce Publishers, Box 228, New Rochelle, NY 10804. \$6.75.

The book is described as a guide to 525 Liberal Arts and Business careers. It is designed to aid the student and the counselor in answering the difficult question of what the student is best suited for by virtue of interests, abilities, and aspirations. The information is organized into easily readable blocks, enabling the counselor and student to compare readily the requirements of one career with those of another. (Abstracted from ad pamphlet).

Meltzer, H., & Wickert, Frederic R. (1976), **Humanizing organizational behavior.** (1976). Charles C. Thomas, 301-327 East Lawrence Avenue, Springfield, IL \$29.75.

This book is an outcome of the 1973 and 1974 APA symposia on this topic, and thus, is an edited collection from a number of authors. The concern underlying the symposia and this book was occasioned by a survey of convention programs, training programs and current literature in both organizational psychology and what is called organizational behavior in departments of management. This survey indicated that organizational psychology and organizational behavior were centered on developing technology that lost sight of its reason for existence — the humanizing process. (Abstracted from the book's Preface).

Final Note — If you decide to order any of these books for your personal or classroom use, or, for that matter, any book advertised in **TIP**, please inform the publisher that you saw it in **TIP**.

Report from the ad hoc Committee of One on Expanding Industrial Organizational Psychology

by Jack Wakeley

The charge to the committee by the Executive Board of Division 14 was to try to determine how many people are providing training to I/O students in departments of psychology, to get some general assessment of the health of I/O in psychology departments, and to take a reading on how we should expand I/O training, if at all.

The plan of the committee was to solicit information from department chairpeople by mail, and then to convene as many interested parties as possible at the Washington convention to continue the discussion. The first part of this plan was accomplished. The second part turned out to be impossible because of difficulties revolving around busy

people with busy schedules.

The committee sent letters to the 34 M.A. only I/O psychology programs, and to 40 Ph.D. programs. Twelve of the 34 M.A. only departments, 11 of the Ph.D. only departments, and 17 of the 19 both Ph.D. and M.A. departments responded. In addition, three schools responded that have discontinued their program.

One question of interest was how many people are training graduate students in I/O psychology. Respondents indicated that during the period 1972-76 inclusive, 40 faculty members had supervised at least one M.A. degree, but no Ph.D. degree; 79 faculty had supervised at least one Ph.D. degree. Based on the return

rate, the pattern of return, and my hunches, I guess there are fewer than 150-175 people serving as major professors for graduate students in I/O psychology. The question of who is providing training in organization development departments, business schools, and related institutions is still open.

To the question "Is your program in I/O psychology (1) growing, (2) contracting, (3) stable?", 19 are expanding, 0 are contracting, and 16 are stable. One indicated that it is stable now and anticipates growth in the near future.

To the question "Is the financial support base for I/O psychology from all sources, inside and outside your university (1) growing, (2) contracting, (3) stable?", 12 are expanding, 3 are contracting, 16 are stable, and 3 are stable now but anticipating decreases in the near future.

To the question "Is the moral support of colleagues in the department (1) growing, (2) contracting, (3) stable?", 13 are expanding, 0 are contracting, and 20 are stable.

A content analysis of the general request "Let me have your views on the status and potential of I/O psychology in your department and in the science/profession" shows:

9 respondents think M.A. programs should be enlarged; 5 think we should stabilize M.A. programs; 7 think Ph.D. programs should be enlarged; 8 think we should stabilize Ph.D. programs; 5 think we should increase the number of new programs; and 6 think we should make existing programs stronger.

Based on this limited sample, it appears that we divide about evenly on whether to expand the training of I/O psychologists, and about evenly on how to go about it. Space does not permit the presentation of many thoughtful comments in response to the letters. Space also precludes including samples of the good humor and wit extant among I/O psychologists.

The committee wants to use this space to thank all those who responded to the letter, and express hope that discussions of problems of training among those who are doing the training can continue. After reading all of the responses and attempting to establish consensus views among respondents, the committee offers the following observations to promote continued discussion:

1. Among the departments that responded, the majority appear to be enjoying "good health". Large numbers of good students are applying, money, while tight, is available, and good students are leaving the program after good training. I/O psychologists are generally well regarded by their faculty colleagues. Major exceptions to these observations are in programs that are "one man gangs" or just getting started.
2. People who responded want to ensure that the many voices of those who train I/O psychologists in psychology departments are heard before decisions about expanding are made. Among many concerns, two that stand out are that by encouraging established programs to enlarge, innovative programs would be curtailed, and its opposite; that by encouraging new departments, presently strong departments might be weakened.

PREPARATION FOR WORK IN INDUSTRY

A Survey of Employers of Recent I/O Graduates

by Eugene C. Mayfield

During June, 1976 questionnaires were sent to 254 psychologists who were possibly in a position to hire recent I/O graduates to work in business or industry. The questionnaire was designed to tap areas similar to those that were included in a 1975 questionnaire which was sent directly to recent graduates. In this way, comparisons could be made between the opinions of recent graduates and those of employers of recent graduates.*

Of the 73 replies, 50 were from individuals who had interviewed and/or employed recent I/O graduates to work under their supervision in business and industry in the last five years. Although a relatively small group, they had been exposed to a large number of recent I/O graduates. Over the past five years, they had seriously interviewed 774 recent PhD's and 251 recent MA's. They ended up actually hiring 109 (14 percent) of the PhD's and 54 (22 percent) of the MA's.

In What General Areas were the Graduates Hired to Work?

As would be expected from the selection of the sample, the majority of the graduates had been hired to work in the general area of "Personnel/Industrial" (65 percent). The next most frequently indicated area was "Organizational/Social" (15 percent), while a combination of "Personnel/Industrial" and "Organization/Social" was mentioned by 6 percent of the respondents. Other areas accounted for a total of 14 percent.

What are the Important Factors in Reaching a Final Decision to Hire a Recent I/O Graduate?

The respondents were asked to indicate how important each of ten factors were in reaching a decision to hire or not hire a recent I/O graduate. The interview was generally felt to be the most important single factor. The second most important factor — past full time work experience — relates to the fact that the majority of respondents feel that a realistic knowledge of business and industry is of great value. At the bottom end, letters of reference and publications of recent I/O graduate held relatively little weight — the average rating fell between "of little importance" and "of moderate importance."

This question also provided an "other" category which gave the respondent a chance to add to the ten items provided. A number did so, most frequently adding items relating the candidate's knowledge of business and industry, and the ability to communicate and work with business people.

Overall, How Good was the Academic Preparation of the Recent I/O Graduates as Seen by the Employers?

The questionnaire asked the respondent to evaluate the academic preparation of the I/O graduates they had interviewed in the last five years and, separately, those they actually hired. Not surprisingly, the evaluation of the academic preparation of those actually hired is higher than that for those that were seriously interviewed (which includes those who were later hired). However, the fact that 63 percent of the respondents felt the academic preparation of those recent graduates they seriously interviewed was no better than "good" would indicate there is certainly room for improvement in the eyes of employers.

What was the Attitude of the I/O Graduates Toward Working in Business and Industry?

A general question was asked with respect to the attitudes of the recent graduates who were actually hired toward working in business and industry. The average response fell between "good" and "excellent" but 16 percent of those answering the question rated it only "fair." Other results indicate that the recent graduates had not had much, if any, prior contact with business and industry before being hired. As a result their attitudes may have tended to decrease somewhat once their early expectations were modified by early on-the-job-experience. Many of the write-in comments that accompanied the lower ratings lend support to this hypothesis.

What are the Major Strengths and Shortcomings of Recent I/O Graduates?

Forty-seven individuals wrote in answers to the open-end question regarding the biggest **strength** of I/O graduates who are looking for employment in business and industry. The most frequent response (38 percent) was that the recent graduates had excellent training in experimental design, statistics and/or research methodology. This was followed by comments relating to the good **overall** training that had been received (30 percent).

There was even more agreement between the forty-eight individuals who responded to the open-end question regarding the biggest **shortcoming** of recent graduates. Of these, 27 (56 percent) mentioned a lack of an understanding of business and industry. A few individuals mentioned somewhat related topics such as a lack of communication and/or interpersonal skills (6 percent), or a lack of background in a specific applied area — e.g., training, selection, or application of a model (6 percent). The few remaining respondents indicated less business related shortcomings.

What is the One Thing that would Help I/O Graduates the Most?

The answers to this question were the most consistent of any of the responses to the questionnaire — the respondents felt that graduate schools should, in one way or another, familiarize the student with the practical aspects of business and industry. Of 49 individuals responding to the question, 36 (73 percent) indicated this as primary concern. Most felt that this should take place in work programs, practicums, or internships. A few suggested more realistic situations being covered in classroom sessions themselves.

Subject Areas in Which Training was Received and Areas Where More Training Would Have Been Helpful

In order to more specifically identify the areas where employers of recent I/O graduates felt more **formal** classroom training was needed, a list of 26 areas was used. This was the same list used in the earlier survey of recent I/O graduates.*

Subjects were asked to respond to each of the subject areas in terms of the amount of training recent I/O graduates who had actually been **hired** had had in that area, and how much **more** training in that area should have been obtained to perform most effectively.

Overall, the areas where most training had been received were Research Methods and Design, and Statistical Analysis. At the same time, on the average, it was felt that little additional training was needed in these areas.

The next areas where it was felt most training had been received were Computer Analysis and Programming; Tests and Measurement; Motivation, Morale and Attitudes; Leadership and Supervision; Personnel Selection and Assessment; and Performance Evaluation and Criterion Development. However, it was felt that more training in some of these areas would have been helpful — particularly in the areas of Personnel Selection and Assessment, and Performance Evaluation and Criterion Development.

Least training had been received in the areas of Business Planning; Labor

Relations; Economics; Production Management; Financial Analysis; Accounting; Marketing Management; Operations Research; and Man Machine Systems and Design. Not only was it felt recent graduates had received little training in these areas, but it was generally felt (with the possible exception of Business Planning) that further training in these areas would have been of little value. It may be noted that many of these subject areas include courses which are provided in most MBA programs.

These results agree very closely with the results of the earlier survey in which recent I/O graduates themselves were asked to respond to the same 26 areas. The most obvious difference is that employers indicated that more training was needed in the practical and applied areas of Personnel Selection and Assessment; Performance Evaluation and Criterion Development; and Tests and Measurements than did the recent graduates.

The respondents were also asked whether the needs for further training would apply to **all** graduate students in I/O psychology, or whether they were specific to their particular situation. The majority of those who answered this question (71 percent) felt their answer was specific to their own situation. For this reason, one must be careful not to interpret the overall averages discussed above as applying equally to all respondents.

Overall Conclusions

The overall conclusions of this survey of **employers** of recent I/O graduates are **identical** to those of the first survey which was made of recent graduates themselves. To quote:

"The obvious conclusion is that the respondents feel that the one most important ingredient that should be included in the training of I/O students who will be entering business and industry is actual practical experience prior to graduation. This should be obtained through direct contact with business and/or through the application of theory to practical situations in the classroom. Although a few subject matter areas are seen as being of more general importance than others in terms of the value of further training, the ratings are greatly influenced by an individual's specific situation. It would therefore appear that institutions interested in effectively training their students to work in business and industry should take definite action to develop planned contacts on the part of the students. Given the individual nature of the importance of various subject matter areas, this contact should begin early in a student's graduate career, if not before entering graduate school. In this way, the courses taken and the emphasis given various subject matter areas could be specifically aimed at meeting needs within an individual's planned areas of specialization."

It would appear, because of the agreement between these two surveys, that no additional surveys need be made to determine that basic educational and training needs of I/O graduates as highlighted by these two groups. There are certainly difficulties in providing the actual practical experience and the realistic classroom situations which these surveys indicate are needed (see Paul Muchinsky's article in **Professional Psychology**). A more direct and coordinated effort by Division 14 is needed if any real progress is to be made.

*The results of the earlier survey of recent I/O graduates were reported in the February 1976 issue of TIP. A copy of the full report of this second survey is available from the author at LIMRA, 170 Sigourney Street, Hartford, Connecticut, 06106. I am indebted to the members of my Education and Training Subcommittee — **Paul Muchinsky** and **Mike Flanagan** — for their suggestions on the questionnaire and help in developing the mailing list.

*List available in full report.

PROMINENCE FOR PERSONNEL DIRECTORS

"An Alternative to Carrying the Watermelon to the Company Picnic"

by Larry L. Axline

"The personnel department has been represented on many a corporate organization chart as an orphaned box-one that came from nowhere and didn't seem to fit anywhere." Sound familiar and uncomfortably accurate?

In the February 1976 edition of *Fortune*, Herb Meyer's article entitled "Personnel Directors are the New Corporate Heroes," documents and analyzes the rise to corporate prominence of highly effective personnel directors.

There is a reverberating message stemming from Herb's investigation of the career paths leading to increased responsibility in the corporate maze. He has discovered that many blue-chip organizations have recently learned it pays to assign top flight executives to manage the most difficult of functions — "human resources."

The *Fortune* article, and accompanying scenario on "The Saga of Percy Personnel," provide highly interesting and encouraging reading for the under-utilized personnel director desperately striving for increased participation in programs to promote organizational effectiveness. Serving as an organization consultant and Director of Personnel, working closely with top and middle management executives, I have observed many of the same trends toward increased involvement of personnel directors in high level planning, organization and management decision processes.

The Past

For far too long, personnel executives in many organizations have been cast as capable of "broom and shovel" tasks such as scheduling coffee breaks and "arrangements chairman." More often than not, "Chairman" really meant the "man" (or woman) who arranged the "chairs" (and name plates) for higher ranking corporate officers who would tackle the bottom-line problems facing the firm. While proper arrangements frequently enhance important business meetings, the job satisfaction of the arrangers has not always been correspondingly high. This is true even when the substantive issues are successfully addressed by others, but becomes particularly distressing when things are going wrong for the firm. No "creative seating configuration" will compensate for bad, bad times. After all, it was probably no honor to have been selected to arrange the deck chairs on the Titanic.

The Trend

Herb Meyer's investigative reporting suggests that the route of the most effective personnel directors can just as easily be to the top of the corporate pyramid, rather than into the oblivious role of counting its angles and filing the results in triplicate with an agency who insists pyramids must be round, not triangular. What has often happened is that capable men and women, possessing untapped knowledge and talent, have been trapped running circles round and round the central issues, and have not been invited as equal participants into the inner core of business strategists and problem solvers. Recent evidence suggests a pronounced trend toward heavy reliance on personnel directors for corporate leadership.

A Promising Future

A converging pattern appears to be developing in business and the professions — acceptance and recognition of the valuable contributions of top flight personnel managers. The uncertainties and complexities of business management have created a pressing need and a unique opportunity for managers skilled in critical people decisions and organizational planning - development. Such recognition is not limited to corporate settings alone. In January 1976 the ASPA Accreditation Institute implemented a multi-level certification program, based upon demonstrated mastery and application of the "body of knowledge" in recognized specialties of personnel management.

All current predictors point to increased respect for the personnel discipline with corresponding opportunities for practitioners to contribute on a par with other business managers. Alas, with these promising and long awaited developments, there may indeed be an alternative to forever carrying the watermelon to the company picnic. As Herb Meyer's article suggests "The people who do the job (personnel director) like to say that in the years to come, a tour of duty in the personnel department (more likely the division of human resources) will be mandatory for any executive who aims to be Chairman."

Division 14 Committee Members

The following is a listing of the members of Division 14's committees for 1976-77. Any questions concerning the work of the committees can be directed to these individuals.

EDUCATION AND TRAINING

Irwin Goldstein, CHAIRPERSON
Department of Psychology
University of Maryland
College Park, Maryland 20742
(301) 454-0100

*Karen E. Claus
School of Nursing
University of California
3rd and Parnasus Avenue
San Francisco, California 94143

*David E. Clement
Department of Psychology
University of South Florida
Tampa, Florida 33620

William Gorham
Personnel Research & Development Center
U.S. Civil Service Commission
1900 E Street, N.W.
Washington, D.C. 20415

*Bernard P. Indik
Graduate School of Social Work
Rutgers University
536 George Street
New Brunswick, New Jersey 08903

*William E. Jaynes
Department of Psychology
Oklahoma State University
Stillwater, Oklahoma 74074

Eugene C. Mayfield
Second Vice President & Director —
Manpower Research
Life Insurance Marketing and Research
Association
170 Sigourney Street
Hartford, Connecticut 06105

Erich Prien
Department of Psychology
Memphis State University
Memphis, Tennessee 38152

John M. Larsen, Jr.
University of Tennessee
Department of Industrial Management
and Industrial Organizational Psychology
G 128
Knoxville, Tennessee 37916

FELLOWSHIP

William A. McClelland, CHAIRPERSON
President
HUMRRO
300 N. Washington Street
Alexandria, Virginia 22314
(703) 549-3611

Albert S. Glickman
Advanced Research Resources
Organization
8555 Sixteenth Street
Silver Spring, Maryland 20910

*Melvin Sorcher
Director of Management Development
Richardson-Merrell, Inc.
Wilton, Connecticut 06897

Patricia C. Smith
Department of Psychology
Bowling Green State University
Bowling Green, Ohio 43402

*Virginia Zachert
Obstetrics and Gynecology
Medical College of Georgia
Augusta, Georgia 30902

MEMBERSHIP

William E. Cayley, CHAIRPERSON
Department of Business Administration
University of Wisconsin
Eau Claire, Wisconsin 54701
(715) 836-5509

*M.A. Fischl
Manpower Development and Utilization
Technical Area
U.S. Army Research Institute
1300 Wilson Boulevard
Arlington, Virginia 22209

*new committee members (others are continuing)

*Ronald D. Johnson
Department of Management and
Marketing
Northeast Louisiana University
Monroe, Louisiana 71201

Gary Latham
Human Resource Research
Weyerhaeuser Company
Tacoma, Washington 98401

PROFESSIONAL AFFAIRS

George P. Hollenbeck, CHAIRPERSON
Merrill Lynch, Pierce, Fenner & Smith,
Inc.
165 Broadway
New York, New York 10006
(212) 766-1212

*Clayton P. Alderfer
School of Organization and Management
Yale University
56 Hillhouse Avenue
New Haven, Connecticut 06520

Richard Arvey
School of Business
University of Tennessee
Knoxville, Tennessee 37916

*C.J. Bartlett
Psychology Department
University of Maryland
College Park, Maryland 20740

Fred Fiedler
Department of Psychology
University of Washington
Seattle, Washington 98105

*Paul D. Johnson
The John Hopkins Medical Institution
601 North Broadway, Hampton House
Room 595
Baltimore, Maryland 21205

*Allen I. Kraut
Program Manager, Personnel Research
IBM Corporation
Armonk, New York 10504

Edward Levine
Arizona State Personnel Division
1831 West Jefferson
Phoenix, Arizona 85029

*Howard C. Lockwood
Corporate Director, Personnel
Lockheed Aircraft Corporation
Burbank, California 91520

*Herbert Meyer
Department of Psychology
University of South Florida
Tampa, Florida 33620

James Sharf
Office of Research
Equal Employment Opportunity Commission
2401 E Street, N.W.
Washington, D.C. 20506

*Arthur I. Siegel
Applied Psychological Services
404 E Lancaster Avenue
Wayne, Pennsylvania 19187

*Thomas E. Tice
Associate Scientist — Developmental
Research
Life Insurance Marketing and Research
Association
170 Sigourney Street
Hartford, Connecticut 06105

PROGRAM

Stanley R. Acker, CHAIRPERSON
Olin Corporation
120 Long Ridge Road
Stamford, Connecticut 06904
(203) 356-2000

Virginia Boehm
American Telephone and Telegraph
Company
195 Broadway
New York, New York 10007

Lorraine Eyde
2400 South Arlington Ridge
Arlington, Virginia 22202

*W. Clay Hamner, Jr.
Michigan State University
Room 239, Eppley Center
East Lansing, Michigan 48824

John Hinrichs
593 Hollow Tree Ridge Road
Darien, Connecticut 06820

*Richard J. Klimoski
Department of Psychology
Ohio State University
4040 W. 17th Avenue
Columbus, Ohio 43210

*new committee members (others are continuing)

*Jarold R. Niven
Corporate Director — Personnel
Research
The Boeing Company
P.O. Box 3707, MS10-28
Seattle, Washington 98124

*Robert D. Pritchard
Department of Psychology
Purdue University
Lafayette, Indiana 47907

PUBLIC POLICY AND SOCIAL ISSUES

Thomas Jeswald, CHAIRPERSON
R.R. Donnelly Company
2223 Martin Luther King Drive
Chicago, Illinois
(312) 326-8000

Bernard Bass
School of Management
University of Rochester
Rochester, New York 14627

*Sidney A. Fine
W.E. Upjohn Institute for Employment
Research
1870 Wyoming Avenue, N.W.
Washington, D.C. 20009

Brenda D. Gurel
Department of Social and Ethical
Responsibility
American Psychological Association
1200 Seventeenth Street, N.W.
Washington, D.C. 20036

Hal W. Hendrick
508 Magnolia Avenue
Melbourne Beach, Florida 32951

*James H. Ricks
Associate Director, Test Division
The Psychological Corporation
757 Third Avenue
New York, New York 10017

*Hjalmar Rosen
Department of Psychology
Wayne State University
Detroit, Michigan 48202

*William T. Wolz
U.S. Steel Corporation
Employment and Placement
600 Grant Street
Pittsburgh, Pennsylvania 15230

PUBLIC RELATIONS

Joel M. Lefkowitz, CHAIRPERSON
Psychology Department
CUNY, Bernard Baruch College
17 Lexington Avenue
New York, New York 10010
(212) 725-3000

*Laurie A. Broedling
Department of the Navy
Navy Personnel Research and Develop-
ment Center
San Diego, California 92152

*Douglas T. Hall
School of Business
Northwestern University
Evanston, Illinois 60201

Herbert S. Kamin, Jr.
Herbert S. Kamin and Associates
33 North Dearborn
Chicago, Illinois 60602

*Melvin S. Majesty
Officer Training School
Lackland Air Force Base
San Antonio, Texas 78213

SCIENTIFIC AFFAIRS

Thomas J. Bouchard, CHAIRPERSON
Psychology Department
University of Minnesota
Elliott Hall
Minneapolis, Minnesota 55455
(612) 373-2851

Larry Cummings
Graduate School of Business
University of Wisconsin
Madison, Wisconsin 53706

George Graen
Department of Psychology
University of Illinois
Urbana, Illinois 61801

Benjamin Schneider
Department of Psychology
University of Maryland
College Park, Maryland 20742

*Joseph Schneider
Scientist — Management &
Organizational Development Research
Life Insurance Marketing and Research
Association
170 Sigourney Street
Hartford, Connecticut 06105

*Frank J. Smith
Sears Roebuck and Company
Employment Attitude Survey D-707
Sears Tower
Chicago, Illinois 60684

*J.E. Uhlaner
U.S. Army Research Institute for
Behavioral and Social Sciences
1300 Wilson Boulevard
Arlington, Texas 22209

Jan P. Wijting
112 Waverly Place
New York, New York 10011

Hilda Wing
Personnel Research and Development
Center
U.S. Civil Service Commission
1900 E Street, N.W.
Washington, D.C. 20415

*Michael T. Wood
Research Scientist
Battelle Human Affairs Research Centers
4000 N.E. 41st Street
Seattle, Washington 98105

WORKSHOP

Laurence J. Bollinger, CHAIRPERSON
Psychology Department
Dow Chemical Corporation
400 Building
Midland, Michigan 48640
(517) 636-1000

Kenneth Alvares
Psychology Department
Bowling Green State University
Bowling Green, Ohio 43402

*Warren S. Blumenfeld
Georgia State University
School of Business Administration
University Plaza
Atlanta, Georgia 30303

*David W. Lacey
Director of Personnel Development —
Chemicals Group
Celanese Corporation
1211 Avenue of the Americas
New York, New York 10036

Frank J. Ofsanko
Manager, Personnel Research
Southern California Edison Company
P.O. Box 800
Rosemead, California 91770

Karlene A. Roberts
School of Business
University of California
350 Barrows Hall
Berkeley, California 94720

*P.E. Smith
Program Manager, Service Marketing
IBM
Parsons Pond Drive
Franklin Lakes, New Jersey 07417

*John N. Turner
1535 Carthage
Milford, Michigan 48402

*Kenneth Wexley
Department of Psychology
University of Akron
Akron, Ohio 44325

AD HOC COMMITTEE TO REVIEW DIVISION 14 COMMITTEE STRUCTURE

Lyman W. Porter, CHAIRPERSON
Graduate School of Administration
University of California, Irvine
Irvine, California 92717
(714) 833-5335
(President 1975-76)

Donald L. Grant
American Telephone and Telegraph
Company
195 Broadway, Room C-2259
New York, New York 10007
(212) 393-8803
(President 1974-75)

Edwin A. Fleishman
American Institutes for Research
Foxhall Square
3301 New Mexico Avenue, N.W.
Washington, D.C. 20016
(202) 686-6860
(President 1973-74)

Robert M. Guion
Bowling Green State University
Psychology Department
Bowling Green, Ohio 43403
(419) 372-2301
(President 1972-73)

AD HOC FUND RAISING COMMITTEE

Joseph L. Moses, CHAIRPERSON
American Telephone and Telegraph
Company
195 Broadway, Room C-2276
New York, New York 10007
(212) 393-3988

*new committee members (others are continuing)

*new committee members (others are continuing)

Howard C. Carlson
General Motors Corporation
Organizational Research and Development Department
3044 West Grand Blvd.
Detroit, Michigan 48202

R.D. Hedberg
Southern Railway Systems
Box 1808
Washington, D.C. 20013

AD HOC COMMITTEE ON LEGAL ISSUES

C. Paul Sparks, CHAIRPERSON
Coordinator, Personnel Research
Exxon Company, USA
Room 4125 Exxon Building
Houston, Texas 77001
(713) 656-5586

Milton R. Blood
Department of Psychology
Tolman Hall
University of California
Berkeley, California 94720

James W. Herring
Richardson Bellows Henry & Company,
Inc.
1140 Connecticut Avenue, N.W.
Washington, D.C. 20036

William H. Mobley
College of Business Administration
University of South Carolina
Columbia, South Carolina 29208

POSITION OPENINGS

The Department of Psychological Sciences is seeking an industrial/organizational psychologist beginning in the Fall 1977. The person should have a primary interest in personnel psychology and a secondary interest in human factors or research program. Primary consideration will be given to an appointment at the Associate Professor level, however, qualified candidates at the beginning Full and Assistant Professor levels are being considered at this time. Salary and level of appointment will be commensurate with experience. Send vitae to: **Daniel R. Ilgen**, Department of Psychological Sciences, Purdue University, West Lafayette, Indiana 47907. Purdue University is an Equal Opportunity/Affirmative Action Employer.

PSYCHOLOGY CHAIRPERSON, Southern Illinois University at Edwardsville. The Department of Psychology is seeking a person at the Associate Professor level with a balance between professional, administrative and scholarly skills, preferably with credentials in Industrial-Organizational Psychology. Consideration will be given to other areas, with second preference to an individual with strong credentials in Community Psychology. Will be expected to teach in speciality area. Ability to stimulate and organize faculty efforts to secure funding for appropriate projects or programs is desirable.

Term of contract: Continuing (tenure track), calendar year beginning July, 1977.

Salary: Negotiable. Closing date for applications: February 15, 1977. Address correspondence or send complete resumes with three references to: Dr. Robert Dougherty, Chairperson, Search Committee
Department of Psychology, Box 121
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STATE OF MICHIGAN, INDUSTRIAL PSYCHOLOGIST. Become part of a multi-disciplinary research and planning team. Responsible for analyzing and forecasting the impact of human industrial behavior and workplace changes on future labor force demand and supply, and the development of human resources. Candidate will be expected to show initiative in manpower systems development. Participate in the design and operation of computer-supported econometric and other systems models.

Attractive fringe benefits. Submit resume with Social Security Number to: Industrial Psychologist, P.O. Box 30001-B, Lansing, Michigan 48909.

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The Industrial-Organizational Psychologist is the official newsletter of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed four times a year to the entire membership, now numbering in excess of 1400. This group includes both academics and professional-practitioners in the field. In addition, **TIP** is distributed to many foreign affiliates, many graduate students in the field, and to the leaders of the American Psychological Association generally. Present distribution is approximately 2500 copies per issue.

Advertising may be purchased in **TIP** in units as small as the half-page and up to double-page spreads. In addition, classified ads are available — presently at no charge to members for certain limited space ads (e.g. positions available). For information, or for placement of ads, Write to **Mike Kavanagh**, School of Management, State University of New York, Binghamton, N.Y. 13901.

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